

STATINTL THE [REDACTED] SEMINAR

. . . On Leadership

Psychological Aspects  
of the Executive Role

22 - 27 June 1975

STATINTL

Approved For Release 2001/07/16 : CIA-RDP79-00498A000700080013-2

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STATINTL

Clothing

Every day you will be in-and-out of the [REDACTED]

outdoor clothing may be needed depending upon the weather. Dress is informal. At the [REDACTED] dress is summer casual -- no coat or tie required.

Money Matters

There will be a levy of approximately \$5.00 to cover extras and set-ups at the bar. Drivers will be paid mileage on 27 June at which time bar and telephone bills will be settled.

Cases

You are asked to prepare a case for discussion in the small group to which you will be assigned. This case should be about a problem in relationships between yourself and another person--a colleague, a subordinate, a superior. In writing your case, which should be at least one but not more than two single spaced pages, describe who the other person is, what he does, what his relationship is to you, and what is the nature of the problem between you. The problem should be one which is not yet resolved in order that the discussion may be related to live issues. The case should be disguised so that it is not recognizable by others.

In writing up the case, indicate what you and the other person said to each other, what your respective thoughts and feelings are, to the extent that you know them, what each of you has done, what the issues are that make this case an important one to resolve, and what seem to be the action alternatives.

The following steps are helpful in analyzing the cases and will be followed in discussion:

1. What does this mean to the person involved and the person writing the case?
2. Can the beginning of this problem be pinpointed in time or has it been a long-term issue?
3. What flexibility and freedom is there in the situation for change both on the part of each of the parties and the organization?
4. Not all problems are solvable; is this one?
5. Where is the pain? That is, which person feels the problem most keenly, and therefore where is there leverage for solution?

### Orientation

When you arrive you will be given a notebook. In this notebook are the details of the seminar: the schedule of the week, biographical sketches of faculty, small groups assignments, reaction sheets, and a personal profile form. Copies of the lectures will be given to you after each lecture, to be placed in the appropriate section.

### Schedule

All scheduling information is in the section marked by the yellow tab. Consistent and continuous participation is important for two reasons: 1) each lecture is built on previous lectures to form a developing whole, and the discussion groups are strategically timed to help consolidate the learning experience; 2) the seminar is essentially a group experience and when a member is missing, the group is incomplete, thus detracting from the learning experience of those who are present.

### Lectures

The copies of the lectures which will be distributed after each lecture are not transcripts of the lecture. They are essentially the main points in the lecture. The lecturer is free to vary from time to time as he wishes, and often lecturers will shift in their focus entirely. This freedom for the lecturers insures that the lecture is spontaneous rather than canned, but it also means that you will probably want to take notes on the lectures because you can't be sure that what the lecturer says will be on paper. Also there are often questions and answers which are not part of the lecture itself.

### Groups

In addition to the main plenary group, there will be small, seven-person groups, each led by a member of the instructional group. You will be in one of these groups for the entire week, meeting daily as indicated on the schedule. Here is where you will discuss the case, and those of others in your small group, which you prepare in advance. In addition, this is also the time and place to clarify aspects of the previous lecture which may be unclear, to raise other questions, and to relate the theory to the practice of leadership.

On Friday morning the small groups will meet for the first hour without their leaders. At that time they will do two things: they will elect a reporter and they will summarize for themselves what they think they learned during the week. They may also summarize what went on in their groups for the edification of the others, and, if they wish, make constructive criticisms of the seminar experience. The task of the reporter will be to take notes of the discussion and then, later, to summarize it on behalf of his group for the larger group in no more than five minutes.

We do not encourage visitors to the seminar. From time to time there may be exceptions, such as professional persons who are learning to conduct such seminars. They are there to observe the faculty and the seminar process, not to assess or

diagnose the participants. They are required to observe the confidentiality of the week. Those who may observe the small group process are not permitted to take part in the group discussion.

#### Reaction Sheets

There are two reaction sheets, one for the lecture sessions and one for the small groups. Please fill out the lecture sheet as you go along, after each lecture. Although it is sometimes difficult to assess a lecture without judging its components separately (e.g., content versus presentation), we find off-the-top-of-the-head, spontaneous reactions to be both accurate and extremely important. Please therefore do not delay, and do not hesitate to be direct in your comments. Only such faithful reporting will provide us with that kind of feedback which will enable us to improve the seminar consistently. The small group reaction sheet may be completed at the end of the week. Both sheets will be collected before you leave on Friday.

#### Personal Profile Form

This is included for your personal use, to think through your own experience. You may use it or not, as you wish. It will not be picked up nor is it an assignment.

If you want to discuss or obtain information about psychological topics which are not part of the week's formal program, these can be raised in the informal evening sessions. If you want specialized information which cannot be provided by a staff member, he will be able to find you an appropriate source or refer you to someone who is expert in that area.

#### Caution

From time to time someone wants to tape record a lecture to have it at home. Tape recordings are not copyright and material which is so recorded can lose its property value if taped and subsequently reproduced on other tapes, or in writing. We cannot, therefore, permit tape recordings.

#### A Word in Anticipation of the Week

This will be a busy week, both intellectually and emotionally. You will do a lot of thinking and considerable introspection. There will be too much material to absorb in one week, not because there is really too much intellectually, but because so much of it will stimulate many trains of thought. Sometimes you will find yourself rushing to catch up with what was said while you were distracted by ideas which came to mind. That's not unusual so don't let it worry you. One of the reasons we give you copies of the lectures is so that you can subsequently review the material and think more about it. Ideally, you should discover something new in it every time you review it.

Just don't become impatient with yourself for not grasping it all, and more quickly. After all, professionals spend years learning what we are trying to outline with you in just a week. And they aren't perfect about applying it either.

The important thing is not to try to remember it all, but to think about it, examine it, and try to relate it to your own managerial experiences and problems. Having gotten a general idea of what the theory is all about, and what some general applications might be, you are then in a position to think about the potential usefulness of both in your specific situation.

Even though there is opportunity to ask questions and discuss issues with the lecturers and discussion leaders, it is often difficult to ask questions because the material is so new and complex. Nevertheless, ask questions as freely as you can, and don't be afraid because you might not be able to verbalize your queries and concerns as easily as you would like. It's the job of the staff person to help you formulate your question. Of course, many questions will not occur until after you return home and confront problems of application. These will have to be dealt with later, perhaps by phone.

There is one disadvantage to discussing human behavior. Inevitably, generalizations about thoughts, feelings, and behavior have a way of touching our own inner experiences. As a result, it is easy to read oneself into every point being made, and every case being discussed. This happens to everyone. Although you might feel somewhat concerned as you recall experiences in your own life, remember that there is no way of talking about human experience without touching personal experience. Each person has the same experience; your preoccupation will not be unique. It is not the purpose of the seminar to analyze or diagnose you or to treat you. If the seminar does stimulate some constructive thinking about your own role, so much the better.

This week is called a seminar because it is a joint learning experience for staff and participants alike. Ordinarily you don't have the opportunity to devote this much time to thinking about psychological matters. Although members of the staff do think primarily about such matters as their professional work, they too are more directly involved in diagnosis, therapy, consultation, and similar activities than in this kind of week-long teaching and learning experience. The opportunity to meet with you requires the staff to sharpen its thinking and communications skills and to learn from you about your first hand experiences and problems for the purpose of making the translations from theory to practice. Critical examination, together, of both the theory and the problems, is the essence of the week. We welcome you and hope you find the experience both stimulating and rewarding.

STATINTL  
[REDACTED]

For Information: Seminar Coordinator,  
[REDACTED]

x2826

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Check List

I Space Facilities:

1. Classrooms: Arena A equipped with name plates (first names, last initial), Carousel slide projector with remote control button, large reel-to-reel tape recorder, black board, projection screen, and lapel mike. Coffee and donuts to be served at morning breaks, coffee at afternoon breaks. Name tags prepared by MATB.  
Small Group Rooms (6) equipped with flip charts, magic markers, and letters designating assigned group.

|         |        |         |        |
|---------|--------|---------|--------|
| Group A | Room A | Group D | Room D |
| " B     | " B    | " E     | " E    |
| " C     | " C    | " F     | " F    |

2. Office space: 03 equipped with 3 desks, 1 telephone (for instructional staff)  
128D for acting coordinator

STATINTL

3. Housing: [REDACTED] for participants, male and female (42) Single Occupancy.  
[REDACTED] : for instructional staff(6), observers(2), coordinator(1). Single occupancy.

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4. Dining Areas: [REDACTED] with temporary partitions enclosing reserved  
[REDACTED] or Sunday and Thursday evening meals.

STATINTL

5. Bar: [REDACTED] Bar with bartender for pre-dinner cocktails, and honor bar for night cap (10:00-11:00).

II. Procedures

STATINTL

1. Transportation to and from [REDACTED]

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[REDACTED] and his two associates: Arrive Washington, D.C. Sunday, 22 June. If fly, arrange special flight. To be accompanied by PSS staffer. If fly on return to D.C., make reservation on 3:15 flight, 27 June. To be accompanied by PSS staffer.\* (see next page)  
Agency staffers (instructional and participants): [REDACTED]

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2. Transportation [REDACTED]

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Coordinator to be assigned 2 [REDACTED] vehicles for transportation of teaching staff and observers.

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Transportation of participants to be on voluntary use of personal vehicles. If necessary, a bus can be made available.

STATINTL

STATINTL

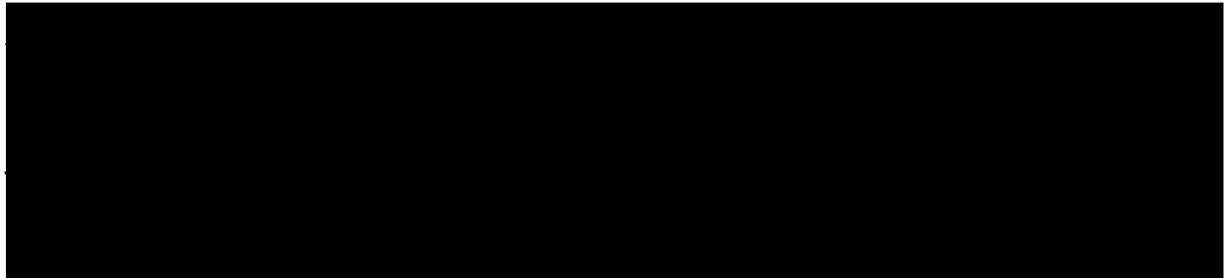
3. Housing: [REDACTED] assignments will be made by [REDACTED] in entry lobby of [REDACTED] at 1600-1700, 22 June.  
Room assignments for teaching staff, observers, and coordinator will be made separately.

STATINTL

4. Finances: Drivers will be paid mileage on 27 June from funds made available through B&F [REDACTED]  
At that time telephone and bar bills will be settled.

5. Telephones:

STATINTL



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6. Seminar materials: Books, notebooks, and lecture materials to be shipped [REDACTED] before 22 June.

Students notebooks and materials to be stored after hours in safes in Arena A. Combination to be available to staff and participants.

7. Group picture: Monday, 23 June, 3:15 P.M. -- outside.  
8. Classified roster: To be mailed to participants after Seminar.  
9. Critique: To be mailed to participants after Seminar.

### III. Briefings

STATINTL

1. Welcome by [REDACTED] in Arena A., 1700 on 22 June for teaching staff and participants.  
2. Written explanatory notice of Seminar and pertinent details will be sent by 12 June to participants and PSS instructors including observers.

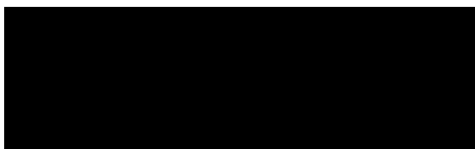
STATINTL

3. [REDACTED] introduction to Seminar will be made after dinner [REDACTED] on 22 June. Portable mike needed. TINTL

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#### \*Special Flights for Seminar

22 June



Passengers: [REDACTED], 2 associates  
PSS escort

27 June

same passenger list.

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STATINTL

The [REDACTED] Seminar

. . . ON LEADERSHIP

Schedule

Sunday

STATINTL

5:00 P.M. Welcome and Introduction [REDACTED]

Arena A

6:00 P.M. Cocktails

7:00 P.M. Dinner

*Membership*  
*round.*

9:00 P.M. Small Group Discussion

Group A - Rm. A      Group D - Rm. D

Group B - Rm. B      Group E - Rm. E

Group C - Rm. C      Group F - Rm. F

10:00 P.M. Nightcap

STATINTL

Monday

7:30 A.M. Breakfast

B Dining Room

8:30 A.M. Tape and Large Group Discussion

Arena A

10:15 A.M. Break

10:30 A.M. "Principles of Personality Functioning" I

Arena A

12:15 P.M. Lunch

B Dining Room

1:00 P.M. Free Time

2:00 P.M. "Principles of Personality Functioning" II

Arena A

3:15 P.M. Break (Group Picture)

3:30 P.M. Small Group Discussion

Assigned Rooms

5:00 P.M. Free Time

5:30 P.M. Cocktails

6:00 P.M. Dinner

B Dining Room

8:00 P.M. Study Time

10:00 P.M. Nightcap

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Tuesday



|          |            |   |   |
|----------|------------|---|---|
|          | 7:30 A.M.  | Breakfast   | B Dining Room   |
|          | 8:30 A.M.  | "The Shaping Process"   | Arena A   |
|          | 10:15 A.M. | Break   |   |
| STATINTL | 10:30 A.M. | Tape and Large Group Discussion<br><div style="background-color: black; width: 150px; height: 1.2em; display: inline-block;"></div> | Arena A   |
|          | 12:15 P.M. | Lunch   | B Dining Room   |
|          | 1:00 P.M.  | Free Time   |   |
|          | 2:00 P.M.  | "The Psychological Contract"  | Arena A   |
|          | 3:15 P.M.  | Break   |   |
|          | 3:30 P.M.  | Small Group Discussion  | Assigned Rooms  |
|          | 5:00 P.M.  | Free Time   |   |
|          | 5:30 P.M.  | Cocktails   | STATINTL<br><div style="background-color: black; width: 80px; height: 1.2em; display: inline-block;"></div> |
|          | 6:00 P.M.  | Dinner  | B Dining Room   |
|          | 8:00 P.M.  | How to Help Someone with a Problem  | Arena A   |
|          | 10:00 P.M. | Nightcap  | STATINTL<br><div style="background-color: black; width: 90px; height: 1.2em; display: inline-block;"></div> |

Wednesday

|  |            |  |                |
|--|------------|--|----------------|
|  | 7:30 A.M.  | Breakfast                              | B Dining Room  |
|  | 8:30 A.M.  | "Coping with the Stress of Change" I   | Arena A        |
|  | 10:15 A.M. | Break                                  |                |
|  | 10:30 A.M. | "Coping with the Stress of Change " II | Arena A        |
|  | 12:15 P.M. | Lunch                                  | B. Dining Room |
|  | 1:00 P.M.  | Free Time                              |                |
|  | 2:00 P.M.  | "Coping with the Stress of Change" III | Arena A        |
|  | 3:15 P.M.  | Break                                  |                |
|  | 3:30 P.M.  | Small Group Discussion                 | Assigned Rooms |


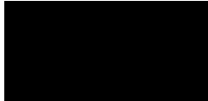
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Schedule (Wednesday, Cont'd)

|            |                             |  |
|------------|-----------------------------|--|
| 5:00 P.M.  | Free Time                   | STATINTL   |
| 5:30 P.M.  | Cocktails                   |           |
| 6:00 P.M.  | Dinner                      | B Dining Room  |
| 8:00 P.M.  | Open Small Group Discussion | Assigned Rooms   |
| 10:00 P.M. | Nightcap                    | STATINTL  |

Thursday

STATINTL

|            |   |   |
|------------|---|---|
| 7:30 A.M.  | Breakfast   | B Dining Room   |
| 8:30 A.M.  | "The Role of the Leader"  | Arena A   |
| 10:15 A.M. | Break   |   |
| 10:30 A.M. |  | Arena A   |
| 12:15 P.M. | Lunch   | B Dining Room   |
| 1:00 P.M.  | Free Time   |   |
| 2:00 P.M.  | Small Group Discussion  | Assigned Rooms  |
| 3:15 P.M.  | Break   |   |
| 3:30 P.M.  | "The Practice of Leading"   | Assigned Rooms  |
| 5:00 P.M.  | Free Time   |   |
| 6:00 P.M.  | Cocktails and Dinner  | STATINTL  |
| 7:00 P.M.  | Informal Social Evening   |  |

*prime ris*

Friday

|            |                         |                |
|------------|-------------------------|----------------|
| 7:30 A.M.  | Breakfast               | B Dining Room  |
| 8:00 A.M.  | Small Group Discussions | Assigned Rooms |
| 9:30 A.M.  | Break                   |                |
| 9:45 A.M.  | Small Group Reports     | Arena A        |
| 10:15 A.M. | Summary                 | Arena A        |
| 10:30 A.M. | "Executive Problems"    | Arena A        |
| 11:15 A.M. | Farewell                | Arena A        |

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STATINTL

The [REDACTED] Seminar

. . . ON LEADERSHIP

Schedule

Sunday

STATINTL

|            |                                      |                        |
|------------|--------------------------------------|------------------------|
| 5:00 P.M.  | Welcome and Introduction [REDACTED]  | Arena A STATINTL       |
| 6:00 P.M.  | Cocktails                            | [REDACTED]             |
| 7:00 P.M.  | Dinner                               | [REDACTED]             |
| 9:00 P.M.  | Small Group Discussion               |                        |
|            | Group A - Rm. A      Group D - Rm. D |                        |
|            | Group B - Rm. B      Group E - Rm. E |                        |
|            | Group C - Rm. C      Group F - Rm. F |                        |
| 10:00 P.M. | Nightcap                             | STATINTL<br>[REDACTED] |

Monday

STATINTL

|            |   |                    |
|------------|---|--------------------|
| 7:30 A.M.  | Breakfast                                     | B Dining Room      |
| 8:30 A.M.  | Tape and Large Group Discussion<br>[REDACTED] | Arena A            |
| 10:15 A.M. | Break   | STATINTL           |
| 10:30 A.M. | "Principles of Personality Functioning" I     | Arena A [REDACTED] |
| 12:15 P.M. | Lunch   | B Dining Room      |
| 1:00 P.M.  | Free Time                                     | STATINTL           |
| 2:00 P.M.  | "Principles of Personality Functioning" II    | Arena A [REDACTED] |
| 3:15 P.M.  | Break (Group Picture)                         |                    |
| 3:30 P.M.  | Small Group Discussion                        | Assigned Rooms     |
| 5:00 P.M.  | Free Time                                     | STATINTL           |
| 5:30 P.M.  | Cocktails                                     | [REDACTED]         |
| 6:00 P.M.  | Dinner  | B Dining Room      |
| 8:00 P.M.  | Study Time                                    | STATINTL           |
| 10:00 P.M. | Nightcap                                      | [REDACTED]         |

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Tuesday

|                     |   |                        |
|---------------------|---|------------------------|
| 7:30 A.M.           | Breakfast                                     | B Dining Room          |
| 8:30 A.M.           | "The Shaping Process"                         | Arena A                |
| 10:15 A.M.          | Break   |                        |
| STATINTL 11:30 A.M. | Tape and Large Group Discussion<br>[REDACTED] | Arena A                |
| 12:15 P.M.          | Lunch   | B Dining Room          |
| 1:00 P.M.           | Free Time                                     |                        |
| 2:00 P.M.           | "The Psychological Contract"                  | Arena A                |
| 3:15 P.M.           | Break   |                        |
| 3:30 P.M.           | Small Group Discussion                        | Assigned Rooms         |
| 5:00 P.M.           | Free Time                                     |                        |
| 5:30 P.M.           | Cocktails                                     | STATINTL<br>[REDACTED] |
| 6:00 P.M.           | Dinner  | B Dining Room          |
| 8:00 P.M.           | How to Help Someone with a Problem            | Arena A                |
| 10:00 P.M.          | Nightcap                                      | [REDACTED]             |

Wednesday

|            |  |                |
|------------|--|----------------|
| 7:30 A.M.  | Breakfast                              | B Dining Room  |
| 8:30 A.M.  | "Coping with the Stress of Change" I   | Arena A        |
| 10:15 A.M. | Break                                  |                |
| 10:30 A.M. | "Coping with the Stress of Change " II | Arena A        |
| 12:15 P.M. | Lunch                                  | B. Dining Room |
| 1:00 P.M.  | Free Time                              |                |
| 2:00 P.M.  | "Coping with the Stress of Change" III | Arena A        |
| 3:15 P.M.  | Break                                  |                |
| 3:30 P.M.  | Small Group Discussion                 | Assigned Rooms |

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Schedule (Wednesday, Cont'd)

|            |                             |                |
|------------|-----------------------------|----------------|
| 5:00 P.M.  | Free Time                   | STATINTL       |
| 5:30 P.M.  | Cocktails                   | [REDACTED]     |
| 6:00 P.M.  | Dinner                      | B Dining Room  |
| 8:00 P.M.  | Open Small Group Discussion | Assigned Rooms |
| 10:00 P.M. | Nightcap                    | STATINTL       |
|            |                             | [REDACTED]     |

Thursday

|          |            |                           |          |                                  |
|----------|------------|---------------------------|----------|----------------------------------|
| STATINTL | 7:30 A.M.  | Breakfast                 | STATINTL | B Dining Room                    |
|          | 8:30 A.M.  | "The Role of the Leader"  |          | Arena A [REDACTED]               |
|          | 10:15 A.M. | Break                     |          |                                  |
|          | 10:30 A.M. | [REDACTED]                |          | Arena A                          |
|          | 12:15 P.M. | Lunch                     |          | B Dining Room                    |
|          | 1:00 P.M.  | Free Time                 |          |                                  |
|          | 2:00 P.M.  | Small Group Discussion    |          | Assigned Rooms                   |
|          | 3:15 P.M.  | Break                     |          |                                  |
|          | 3:30 P.M.  | "The Practice of Leading" |          | <i>ARENA A</i><br>Assigned Rooms |
|          | 5:00 P.M.  | Free Time                 | STATINTL | [REDACTED]                       |
|          | 6:00 P.M.  | Cocktails and Dinner      | STATINTL | [REDACTED]                       |
|          | 8:00 P.M.  | Informal Social Evening   |          |                                  |

Friday

|  |            |                         |  |                |
|--|------------|-------------------------|--|----------------|
|  | 7:30 A.M.  | Breakfast               |  | B Dining Room  |
|  | 8:00 A.M.  | Small Group Discussions |  | Assigned Rooms |
|  | 9:30 A.M.  | Break                   |  |                |
|  | 9:45 A.M.  | Small Group Reports     |  | Arena A        |
|  | 10:15 A.M. | Summary                 |  | Arena A        |
|  | 10:30 A.M. | "Executive Problems"    |  | Arena A        |
|  | 11:15 A.M. | Farewell                |  | Arena A        |
|  |            |                         |  | STATINTL       |
|  |            |                         |  | [REDACTED]     |

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CONFIDENTIAL

CONFIDENTIAL

SECRET

SECRET

## ROUTING AND RECORD SHEET

STATINTL

SUBJECT: (Optional)

Seminar on Leadership

DD/A Registry

File Training 3

FROM:

STATINTL

Room 205  
C of C

EXTENSION

2826

NO.

DATE

12 June 1975

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/MATB

2.

3. C/FTD

4.

5. DDTR

6.

7. DTR

8.

9. DD/A  
7D-26, Hqs.

10.

11.

12.

13.

14.

15.

\*Note to #3:

- For your information.
- One copy for your retention and one for forwarding to DDTR & DTR.
- Participants have been sent the five-page Seminar briefing sheet.

To 9: Per our discussion.

AR  
DTR

STATINTL

will be  
addressing the Seminar on:  
Monday, 23 June at 1030 hours  
and 1400 hours  
Thursday, 26 June at 0830 hours  
and 1530 hours  
Friday, 27 June at 1030 hours

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